

APPENDICES

Detailed Vision Statements

In addition to the overall vision for TCC, the Executive Committee developed detailed vision statements for ten focus areas in the planning process. These ten focus areas were reorganized into the five objectives of the completed plan.

Advocacy and Outreach: A culturally literate citizenry and community leaders that recognize the importance of arts and culture in civic life, the economy and education, and that actively support arts and culture through community participation, financial contributions, volunteerism and political advocacy

Civic Aesthetics/Public Art: A strong and well-supported program of public art, design and architectural preservation that, over time, will integrate arts and culture throughout the city's built environment, preserve San Antonio's historical resources and enhance its contemporary architecture and urban design

Creative Individuals: A strong system of support for professional and amateur artists of all ages, creative individuals, and local creative businesses that have the facilities and resources to produce their work, who are recognized for their talents locally, regionally and nationally, and who contribute to San Antonio's economy

Cultural Equity: Regarded as fundamental to San Antonio's arts and cultural environment, including the equitable distribution of resources among arts providers and the diverse communities they serve, as well as opportunities for relevant participation by all citizens

Economic Development: A well-understood and well-planned creative economy that is recognized by residents and visitors for its unique and authentic cultural identity that partners successfully with other economic sectors and that strengthens San Antonio's overall economy through the creation of sustainable jobs

Education: A fully developed, coordinated and well-supported system of arts and cultural learning opportunities in which schools actively partner with San Antonio's cultural institutions to integrate arts and culture into the curricula and in which citizens of all backgrounds, ages and interests have access to lifelong learning in arts and culture

Infrastructure/Ecosystem: High quality, well-equipped and well-maintained facilities and support services that allow the city's artists and cultural institutions to achieve their missions and that help attract creative people and businesses to San Antonio

Resources: A diverse system of public and private resources, partnerships and collaborations to support the artistic and cultural growth of the city, backed by leadership sufficient to create and sustain the system

Cultural & Heritage Tourism: Local, regional and national recognition of San Antonio as an important cultural and heritage destination and of the vital role San Antonio's arts and cultural community plays as an economic generator for the city, enhancing local culture and tradition, attracting visitors and bringing together residents and visitors

Vital Neighborhoods: Strong neighborhoods that possess the resources and facilities to permit arts and culture to reinforce community interaction, tradition and pride through a diverse program of performances, exhibitions, festivals and other activities

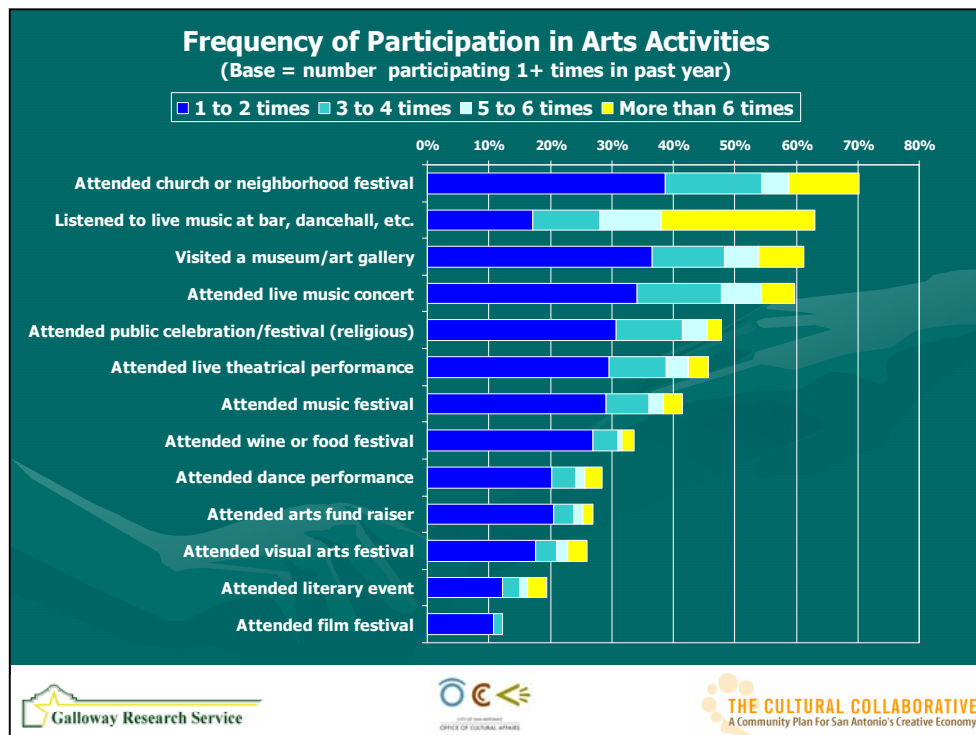
Public Opinion Survey

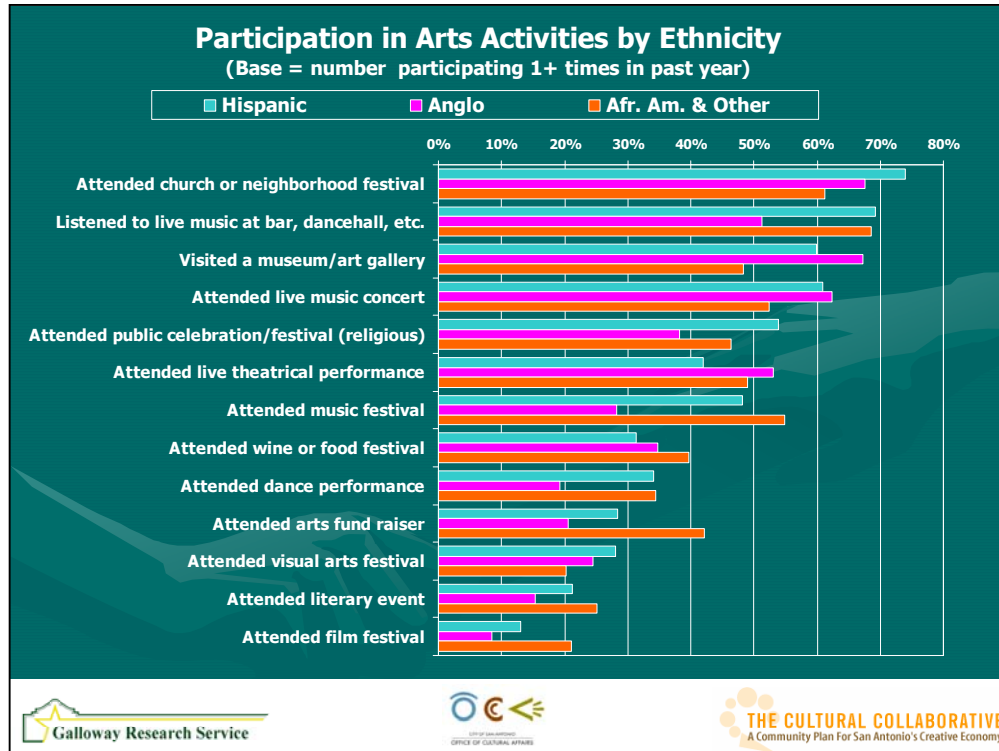
Overview

In October and November 2004, Galloway Research Service conducted a random household telephone survey in English and Spanish of 500 people in Bexar County. The purpose of the survey was to assess San Antonio's participation in arts and cultural activities and measure public opinions about arts education and government funding of the arts and culture. The methodology assured a representative sample of respondents, one that reflects the entire population in demographic terms and a 4% margin of error.

Summary Conclusions

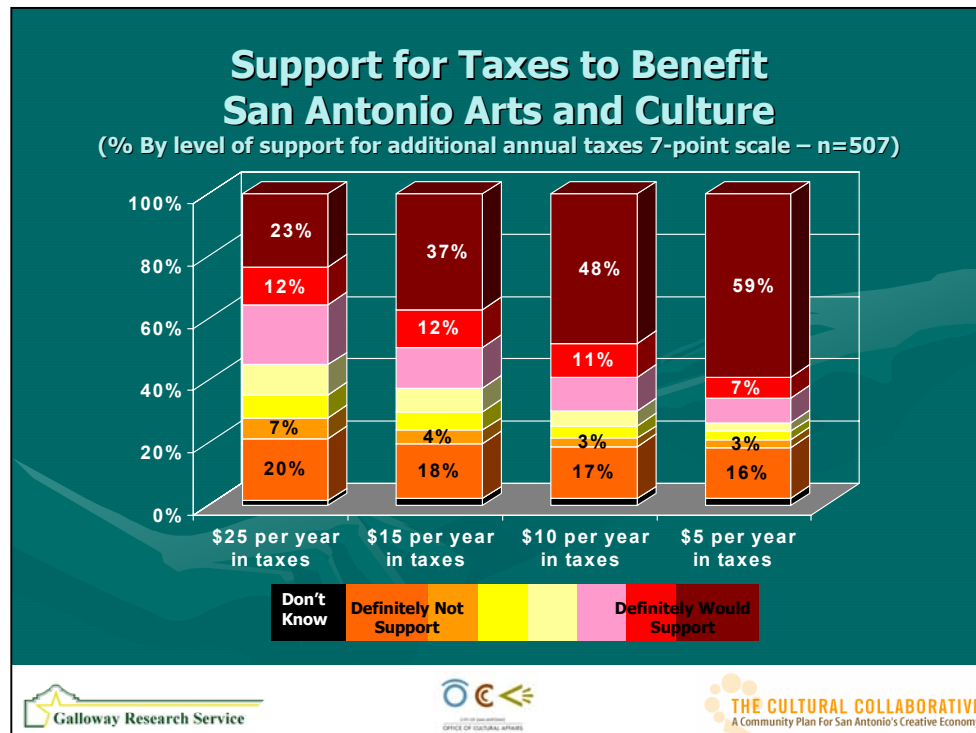
- Nine out of ten people in San Antonio have participated in a cultural event or activity in the past year. Most have participated in multiple activities.
- The range of cultural activities and events in which San Antonians engage is very broad, from attendance at neighborhood and city-wide festivals to listening to live music in dancehalls and attending theatrical and live dance performances.
- Frequent participation in many types of art-related or cultural events is stronger among the better educated and more affluent and is weakest among those with a high school education or less and incomes under \$35,000 per year.





- While participation at specific events may be higher among certain ages (i.e. young people at rock music concerts) or among certain ethnic groups (i.e. Hispanics at Spanish language plays) the great variety of specific events within most activity categories means that participation in most categories does not vary greatly by ethnicity or age as much as by education or income.
- Of all identified groups, voters are far more likely than non-voters to participate in cultural or art-related activities.
- More than half of all Bexar County households with children have a child who is active in an art-related activity outside school.
- More than half of all Bexar County adults think that it is very important that:
 - Public schools increase the amount of art and music education they provide
 - Public schools direct more of their budgets into art and music education without raising taxes
- More than four in ten adults also state that it would be very important to raise school taxes to provide for additional art education.
- Even though opinions are mixed on whether San Antonio lags behind other cities in its support of the arts, a majority of people in Bexar County strongly agree that the city government should spend more in supporting cultural events and that more of the city budget should go toward enhancing the development of art and culture in San Antonio.

- One half or more of all people in Bexar County would support a tax initiative to fund the arts at levels of \$15 per year or less in additional taxes. More than two-thirds strongly support such an initiative at the \$5 per year level.
- Support for any arts funding tax initiative is far more likely to receive public approval if it comes through hotel occupancy taxes than through sales or property taxes.



- In San Antonio, the phrase “art and culture” may sound foreign or even intimidating to some poorer and less-educated people. In practice, San Antonians frequently think of their participation in many types of cultural events as “leisure activities” or “entertainment.” The most popular categories of events include:
 - Attendance at church or neighborhood festivals
 - Listening to live music in night clubs, bars and dancehalls

The complete public survey report is available upon request from OCA.

The Planning Process

The goal of the TCC planning process was to assist the community of San Antonio in developing its own cultural plan—like holding a mirror up to the community. The process was designed to elicit a range of ideas about needs and possible solutions from the broadest possible spectrum of stakeholders.

The planning process lasted 15 months, from the initial Finding Ways Conference in November, 2003 to completion of the plan in January, 2005. An 86-member Steering Committee of community leaders from inside and outside the creative community oversaw the planning process. An Executive Committee participated in five additional working sessions. More than 1,000 individuals and numerous organizations participated directly, providing their insight and suggestions through the conference, interviews, focus groups and six community forums held in neighborhoods throughout the city. Wider input was gathered from a random telephone household opinion survey, an economic impact study and a study of San Antonio's creative businesses. To gain additional perspectives, the planning team conducted an extensive review of relevant San Antonio plans and studies. They also compared San Antonio to other cities and examined models from other communities.

The planning process identified ten issues for consideration:

Advocacy and outreach	Creative individuals	Resources
Arts and cultural infrastructure	Cultural and heritage tourism	Vital neighborhoods
Arts and culture in education	Cultural equity	
Civic aesthetics and public art	Economic development	

Investigation of these issues resulted in the development of the five objectives of the plan:

Access	Community awareness	Resources
Economic development	Authenticity and creativity	

As discussed in the Cultural Equity section (page 11), this issue was viewed by participants as a fundamental value that applies throughout the subject areas of the plan.

The following is a list of meetings held as part of the TCC planning process. A list of participants and additional detail on the planning process is in Planning Participants, page 87.

Finding Ways: A Conference on Art, Culture & Economic Development in San Antonio

Approximately 450 attendees

TCC Steering Committee Meetings

November 2003

January 2004

October 2004

January 2005

TCC Executive Committee Meetings

January 2004

March 2004

April 2004

May 2004

July 2004

TCC Community Forums (6)

June 2004: City Council Districts 1 - 2

July 2004: City Council Districts 3 - 4 and 5 - 6

September 2004: City Council Districts 7 - 8 and 9 - 10

October 2004: Citywide Town Hall Meeting

TCC Focus Group Meetings (23)

Alliance of Chambers of Commerce

Architects

Art Galleries and Commercial Cultural

Retailers

Artists

Arts and Cultural Festival Organizers

Arts and Cultural Funders

Arts Dynamic Task Force

Arts Education Task Force

Arts Organizations

Bexar County Arts and Cultural Fund

Board of Directors

College and University Facilities

Directors

Cultural Arts Board

Digital Media Arts

Film Industry

HemisFair Park Tenants and Park

Planners

Hip Hop Culture

Neighborhood Resource Center 2004

Conference

OCA Funding Policies & Guidelines

Public Art Committee

Public Artists

Senior Citizens

West Side Coalition

Youth

TCC Key Person Interviews

69 Individuals

TCC Implementation Partners Meeting

18 partners

Planning Participants

Since November 2003, when TCC officially began with Finding Ways: A Conference on Art, Culture & Economic Development in San Antonio, the community cultural planning initiative has involved more than 1,000 people.

TCC Steering Committee (See roster inside cover)

TCC Executive Committee

John Adams	Emily Jones	Paula Owen
Tom Cannon	Megan Kromer	Jackie Pepper
Rose Catacalos	Claudia Ladensohn	Aaronetta Pierce
Ramiro Cavazos	James LeFlore	Linda Rivas
Lila Cockrell	William Lewis	Richard Rosen
Michael De La Garza	Maria Lopez de Leon	Graciela Sánchez
Tom Frost, III	Michael Martinez	Stephanie Sant'Ambrogio
Virginia Gill	James McNutt	Leslie Sapadin
Malena Gonzalez-Cid	John Milam	Susan Spencer
Joe Guinn	Debbie Montford	Mary Ann Turner
Woody Halsey	George W. Neubert	Frank Villani
Patricia Hawk-Wing	Virginia S. Nicholas	Rebecca Waldman
Jon Hinojosa	Steven Nivin	Marc Weigand
James Hu	Al J. Notzon	Reggie Williams

All TCC Participants (partial list)

The following is a partial list of people who participated in the TCC planning process through community forums, focus groups, meetings and interviews.

Mark Abbott	Enrique Barrera	Barbara Burk
Donald Abering	Marisela Barrera	Bett Butler
John Adams	Marco A. Barros	Laura Cabanilla-Cruz
Cynthia Adams	Mary Bartlett	DH Cadena
Noel Merriam	RM Benavides	Drew Cameron
Jerry Allen	Andy Benavides	Dennis Campa
Gilbert Alonzo	Tracey Bennett	Tom Cannon
Richard Alvarado	Donald Berdes	Fernando Cano
Rubin Andrade	Susan Blackwood	Mary Cantu
Andres Andujar	Chuck Blische	Richard Cardenas
Arthur Armigo	Robert Bona	Hector Cardenas
Donna Aronson	Carl Booker	Kate Carey
Twyla Arthur	Michael Bowen	John Carroll
Susan Athene	Barbara Bowie	Marcie Casas
Susan Auderer	Penny Boyer	Manu Castill
Lara August	Cakky Brawley	Michael Castillo
Michael Avila	Terry Brechtel	Roger Castillo
Camille Bach	Alexis Brerman	Christina Castro
Mike Bacon	Ben Brewer	Julian Castro
Tom Baggs	Mary Briseño	Rosemary Catacalos
Evelynn Bailey	Rolando Briseno	Ramiro Cavazos
Steve Bailey	Hazel Browning	Celeste Cavazos
Brandy Balderas	Camille Buck	Cathleen Ceneto
Jerry Barloco	Ruth Buenello	Danville Chadbourne
Leticia Barrera	Bruce Bugg	Asia Ciaravino

George Cisneros
 Antonio Cisneros
 Katherine Cisneros
 Kathy Clay-Little
 Lila Cockrell
 Cathy Cockrell-Newton
 Shirley Coleman
 Giorgio Colussi
 Edward Conroy
 Meredith Coppolo
 Kim Corbin
 Kerra Corson
 Elizabeth Costello
 Charlotte Cox
 Elizabeth Cramirez
 Stephen Cross
 Teresa Cruz
 Agosto Cuellar
 Mariana Dannelley
 Jackie Darby
 Heather Davis
 Michael de la Garza
 Maria deLeon
 Rachel Delgado
 Marilyn Dering
 Eduardo Diaz
 Euselsio Diaz
 Siboney Diaz-Sanchez
 Dominick Dina
 Ned Dobberfuhr
 Gene Dowdy
 Michelle Dudley
 Louis Dufault
 Lou Dufault-Navarro
 Jane Dunnewold
 Heather Eichling
 Allison Elder
 Joshua Elzy
 Charles English
 Mara Epoida
 Edna Escudero
 Maricela Espinoza-Garcia
 Sara Eyestone
 Marely Faye
 Marilyn Faye
 Mel Feldman
 Charles Field
 Germaine Field
 Erin Finney
 Bill FitzGibbons
 Bruce Flohr
 CCR Flores
 Carolina Flores
 Reginald Flowers
 Saskia Focher
 Paul Ford
 AnaMaria Fox-Baker
 Kenneth Freudigman
 Colleen Frost
 Tom Frost III
 Jesus Fuentes
 Ralph Galvan

Gini Garcia
 Jose Garcia
 Adriana Garcia-Searcy
 Mayor Edward D. Garza
 Marisa Garza
 Aubrey George
 Virginia Gill
 Rose Glennon
 Shirley Glueck
 Dan Goddard
 Randall Goldsmith
 Gordan Gomer
 Angelica Gomez
 Mike Gonzaba
 Bruce Gonzales
 David Gonzales
 Bruce Gonzales
 Malena Gonzalez-Cid
 Jordan Gouser
 LE Green
 Kate Green
 Mike Greenberg
 Julius Grubou
 Jose Guadiana
 Elena Guajardo
 Milton Guess
 Joe Guinn
 Amber Gurrola
 Lupita Gutierrez
 CCR Haass
 Louise Haeuser
 M Haeuser
 CCR Hall
 Art Hall
 Woody Halsey
 Lloyd Hawkins
 Patricia Hawk-Wing
 Carol Haywood
 Andrew Herdeg
 Debbie Hewitt
 Barbara Hill
 Jon Hinojosa
 Nettie Hinton
 James Hu
 Marcie Ince
 Cunneen Ingmundson
 Michael Ingraham
 Michael Ingudson
 Antoinette Jackson
 Charlie Jarrell
 Laurel Jensen
 Stacey Johnson
 Ken Johnson
 Barbara Johnson
 Brenda Johnston
 Emily Jones
 Elena Guajardo
 Emil R.W. Juis
 June Kachtik
 Charlotte Kahl
 Kathryn Kanjo
 Rory Keeth

Amy Ketzler
 Tom Kingery
 Brenda Kingery
 Zapata Klien
 JPal Knight
 Joseph Krier
 Megan Kromer
 Kay Kutceyan
 Claudia Ladensohn
 Tabettha Landin
 Cynthia Langston
 Tamara Langwell
 Jesse Lara
 Jim LaVilla-Havelin
 Jaime Ledezina
 Marion Lee
 James LeFlore
 Kaye Lenox
 William Lewis
 James Lifshutz
 Jim Lindsey
 Al Lomas
 Jo Long
 Rodolfo Lopez
 Maria Lopez de Leon
 Roland Lozano
 Barbara Lozier
 Victor Luna
 Florence MacDaniel
 Bruce MacDougal
 Fannie Mann
 Rowland Martin
 Dennis Martinez
 Mari Martinez
 Michael Martinez
 Leroy Martinez
 Pablo Martinez
 Vince Martinez
 Elena Martin-Villarreal
 Benito Matate
 Malcolm Matthews
 Drew Mayer-Oakes
 Dean McCall
 Marguerite McCormick
 Marite McDermott
 Lisa McNeel
 Jim McNutt
 Ruth Medellin
 Dennis Medina
 Michael Mehl
 Patricia Mejia
 Alicia Mena
 Chris Mendiola
 Pete Mendiola
 Elaine Mendoza
 Betty Merchant
 Noel Merriam-Gourley
 CA Messina
 Charles Middlefeo
 Charles Middleton
 John Milam
 Karen Miller

Dodie Miller
 Joan Miller
 Bruce Miller
 Bryce Milligan
 Ken Mireles
 Palmer Moe
 Keith Mohlestein
 Emil Moncivias
 Debbie Monford
 Kenneth Moore
 Lew Moorman
 Gabriel Morales
 Jesse Moreno
 Eloise Morin
 David Morin
 Rex Moss
 Keith Muhlestein
 Robert Munillo
 Mikky Muniz
 Dolores Murff
 Danita Nelson
 George Neubert
 Virginia Nicholas
 Milo Nitschke
 Steven Nivin
 Ron Noble
 Al Notzon
 Carl Oberlender
 Cathy Obriotti Green
 Lisa Ortiz
 Paula Owen
 Linda Pace
 Felix Padrón
 Peggy Pasko
 Michael Pasko
 Nettie Patricia
 Annalisa Peace
 Manrial Pena
 Dora Pena
 Jackie Pepper
 Ruby Perez
 Richard Perez
 Joe Picazo
 Aaronetta Pierce
 Kathleen Pittman
 Diane Powers
 Patricia Pratchett
 Ed Preston
 Amy Putney
 Juan Quijano
 Mimi Quintanilla
 CCR Radle
 Rajam Ramamurthy
 Karlos Ramirez
 Norma Ramirez
 Dr. Elizabeth Ramuiz
 Nicole Rarling
 Phil Reidinger

Al Rendon
 Kathleen Renhood
 Leticia Retamozo
 Diana Reyes
 Elizabeth Reyna
 Mark Richter
 Ken Riddell
 Sarah Rios
 Bethany Rios
 Linda Rivas
 Diana Roberts
 Leticia Rodriguez
 Roland Rodriguez
 Leticia Rodriguez
 AJ Rodriguez
 Carol Rodriguez
 Angel Rodriguez
 LadyRay Romaro
 Isabel Romero
 Ricardo Romo
 Tom Rooke
 Richard Rosen
 Bob Ross
 Alex Rubio
 Tom Rumora
 Kara Sagebiel
 Kara Sagelin
 Graciela Sanchez
 Enrique Sanchez
 Isabel Sanchez
 Ana Sandoval
 Jorge Sandoval
 Laura Sanford
 Stephanie Sant'Ambrogio
 Leslie Sapadin
 Joseph Saucedo
 Steven Schaner
 Pat Scheffield
 Mark Schlesinger
 Sylvia Schmidt
 Linda Schuber
 Carroll Schubert
 Sally Schwab
 Dick Schwab
 Jonathan Seals
 Bill Searcy
 Michael Segovia
 Ron Segovia
 Joel Settles
 Sherry Shaw
 Regis Shephard
 Betty Sides
 Harpreet Singh
 Jemoore Slepture
 Ric Slocum
 Diann Sneed
 Susan Spencer
 Paul Stahl

Margaret Stanley
 Claude Stanosh
 Barbara Stanush
 Michelle Stanush
 Claire Stevenson
 Cher Stratton
 Mash Sullivan
 Noel Sunige
 Colleen Swain
 Juan Tejeda
 Melvin Tennant
 Lyndsay Thom
 Jon Thompson
 Laura Thompson
 A Thompson
 Anthony Tobins
 MariaElena Torralva-Alonso
 Kathleen Trenchard
 Victor Trevino
 MaryAnn Turner
 Marta Valadez
 Eric VanBuren
 Deon VanRooyen
 Laura Varela
 Kathy Vargas
 Laura Varla
 Ramon Vasquez
 Gloria Vasquez
 Ramon Vasquez y Sanchez
 Elizabeth Vega
 Sophie Vilea
 Frank Villani
 Joe Villarreal
 Mike Villyard
 Rebecca Waldman
 Anne Wallace
 Lloyd Walsh
 Bettie Ward
 Pendleton Ward
 Deborah Warner
 Hubert Watson
 Tom Wendorf
 Brent Widen
 Marc Wiegand
 Bernice Williams
 John Williams
 Kim Williams
 Reggie Williams
 John Wish
 Nelson Wolff
 Elaine Wolff
 John Worthington
 Terry Ybanez
 Stephen Yndo
 Judith York
 Peter Zaroni
 Laurie Zapalac
 Bob Zeigler

TCC Key Person Interviewees (69 Individuals)

Marco A. Barros, Executive Director, San Antonio Area Tourism Council
Bacon Lee & Associates: Mike Bacon and Marion Lee, Principals
Andy Benavides, Owner, 1906 Gallery
Susan Blackwood, President, San Antonio Sports Foundation
Terry Brechtel, City Manager
Ben Brewer, President, Downtown Alliance
Drew Cameron, Director, COSA Housing & Community Development
Dennis Campa, Director, COSA Community Initiatives Department
Ramiro Cavazos, Director, COSA Economic Development Department
George Cisneros, Technology Artist & Composer
City Council Representative Barrera
City Council Representative Castro
City Council Representative Flores
City Council Representatives Haass
City Council Representative Hall
City Council Representative Perez
City Council Representative Radle
City Council Representative Carroll W. Schubert
City Council Representative Segovia
City Council Representative Williams
Edward Conroy, Development Director, Southwest School of Arts and Crafts
Elizabeth Costello, Director, COSA International Affairs Department
Eduardo Diaz, Former Exec. Dir., COSA Office of Cultural Affairs
Barbara Johnson, President-Elect, San Antonio Conservation Society
James LeFlore, COSA Public Art & Design Enhancement Program
Colleen Frost, ASKEW
Jose Luis Garcia, Chief of Protocol, COSA International Affairs Department
Mayor Edward D. Garza
Aubrey George, Acting Director, COSA Library Department
Rose Glannon, Curator of Education, McNay Art Museum
Dan Goddard, Arts Writer, San Antonio Express-News
Randall Goldsmith, President, San Antonio Technology Accelerator Initiative
Milton Guess, Chair, San Antonio Area Tourism Council
Jim La-Villa Havelin, Southwest School of Art & Craft
Jon Hinojosa, Executive Director, SAY Sí
Laurel Jensen, COSA Asset Management
Stacey Johnson, Dean, Arts, Humanities & Social Sciences, Palo Alto College
June Kachtik, President, Bexar Land Trust
Joseph Krier, President, San Antonio Greater Chamber of Commerce
Megan Kromer, Consultant
Kaye Lenox, President, San Antonio Library Foundation
James Lifshutz, President, Lifshutz Companies
Jo Long, Arts Supporter
Anna-Marie Lopez, President, 7 Records
Roland Lozano, Assistant to the City Manager
Florence MacDaniel, Executive Director, Nonprofit Resource Center of Texas
Bruce MacDougal, Executive Director, San Antonio Conservation Society
Elena Martin-Villarreal, Director General, Casa San Antonio en Monterrey, Mexico
Dennis Martinez, Chair, San Antonio Library Foundation
Malcolm Matthews, Director, COSA Parks & Recreation Department
Elaine Mendoza, Chair, San Antonio Hispanic Chamber of Commerce
Bruce Miller, Executive Director, KellyUSA Business Park
Palmer Moe, Exec. Dir., Kronkosky Charitable Foundation
Emil R. Moncivais, Director, COSA Planning Department
Lew Moorman, V.P. Rackspace Managed Hosting
Keith Muhlestein, Brooks City Base
Milo Nitschke, Director, COSA Finance Department
Steven Nivin, Senior Economist, COSA Economic Development Department
Linda Pace, Trustee, ArtPace A Foundation for Contemporary Art San Antonio
Dr. Ricardo Romo, President, Univ. of Texas at San Antonio
Laura Sanford, President, SBC Foundation
Margaret King Stanley, former President, San Antonio Performing Arts
Melvin Tennant, Director, San Antonio Convention & Visitors' Bureau
Kathy Vargas, Artist
Frank Villani, Co-Chair, CASA
Rebecca Waldman, Director, COSA Asset Management
Tom Wendorf, Director, COSA Public Works Dept.
Nelson Wolff, Bexar County Judge
Peter Zanoni, City of San Antonio Budget Office

Focus Groups (23)

(In chronological order)

Cultural Arts Board

March 8, 2004

OCA Conference Room

Meredith Coppolo
Woodruff Halsey

Ruby Perez
Patricia Pratchett

Bettie Ward

Arts Organizations Focus Group

Alameda Theatre Koehler Auditorium

April 7, 2004

Steve Bailey
Allison Elder
Kenneth Freudigman
Jon Hinojosa
Kathryn Kanjo
Cynthia Langston

Rodolfo Lopez
Leroy V. Martinez
Michael Martinez
Marguerite McCormick
Michael Mehl

Lisa Ortiz
Mark A. Richter
Diana Roberts
Graciela Sanchez

Artists Focus Group

April 7, 2004

Alameda Theatre Koehler Auditorium

John Carroll
Danville Chadbourne
Asia Ciaravino
George Cisneros

Dora Pena
Alex Rubio
Mark Schlesinger
Regis Shephard

Lloyd Walsh
Bernice B. Williams
Terry A. Ybanez

Press Meeting

May 3, 2004

Alameda Theatre Koehler Auditorium

Kathy R. Clay-Little, Kat C Communications
Mike Greenberg, San Antonio Express-News
Rory Keeth, Liberty Broadcasting & Media, LLC
Elaine Wolff, San Antonio Current

Youth Focus Group

May 3, 2004

Bazan Library

Brandy Balderas
Ruth Buenello
Mary Cantu
Antonio Cisneros
Siboney Diaz-Sanchez

Amber Gurrola
Tabetha Landin
Victor Luna
Gabriel Morales
Mikky Muniz

Juan Quijano
Bethany Rios
Sarah Rios
Elizabeth Vega

Neighborhood Resource Center/15th Annual Neighborhood Conference
TCC Workshop: Enhancing Your Neighborhood Through Cultural Arts
June 5, 2004
KellyUSA

Gilbert Alonzo
Enrique M. Barrera
Leticia G. Barrera
Richard H. Cardenas
Stephen Cross
Heather Davis

Elena Guajardo
Lloyd Hawkins
Cynthia Langston
Fannie Mann
David Morin
Eloise D. Morin

Carl Oberlender
Elizabeth Reyna
Sherry Shaw
Betty Sides
Mike Villyard

Senior Citizens Focus Group
June 7, 2004
Central Library

Andres Andujar
Arthur Armigo

Shirley F. Coleman
Nettie Patricia Hinton

Jackie Pepper
Bob Ross

Arts and Cultural Festivals Focus Group
June 7, 2004
Alameda Theatre Koehler Auditorium

Chuck Blische
Rosemary Catacalos
Leroy V. Martinez
Vince Martinez

Michael Mehl
Dodie Miller
Jesse Moreno
Juan Tejada

Anthony C. Tobins
Gloria F. Vasquez
Ramon Vasquez y Sanchez

Bexar County Arts and Cultural Fund Focus Group Meeting
July 6, 2004
Alameda Theatre Koehler Auditorium

Donna Aronson
Michael Bowen
Marcie Casas

Cathy Cockrell-Newton
Bruce Flohr
Brenda Johnston

James McNutt
Ric Slocum
John Worthington

Arts Dynamic Task Force Meeting
July 6, 2004
Alameda Theatre Koehler Auditorium

Camille Bach
Jon Hinojosa

Jim LaVilla-Havelin
Noel Merriam-Gourley

College and University Facilities Directors Focus Group
July 7, 2004
Alameda Theatre Koehler Auditorium

Michael Avila
Louis Dufault

Jim Lindsey
Mari Martinez

Karlos Ramirez

Hemisfair Park Focus Group Meeting
July 7, 2004
Institute of Texan Cultures

John Adams
Jerry Barloco
Mary Briseno
Laura Cabanilla-Cruz
Teresa Cruz

Ana Maria Fox-Baker
Mike Gonzaba
Barbara Lozier
Malcolm Matthews
Jesse Moreno

Rex Moss
Richard Rosen
Rebecca Waldman

Digital Media Arts Focus Group
July 8, 2004
Alameda Theatre Koehler Auditorium

Susan Auderer
Tom Baggs

George Cisneros
Paul Ford

Kara Sagebiel

Art Gallery and Commercial Cultural Retailers Focus Group
July 8, 2004
Alameda Theatre Koehler Auditorium

Carolina G. Flores
Gini Garcia
Alicia Mena

Charles Middleton
Al Rendon
Kathleen Trenchard

Architects Focus Group
September 1, 2004
Alameda Theatre Koehler Auditorium

Mary Bartlett
Michelle Dudley

Julius M. Grubou
Andrew Hendeg

Lyndsay Thom
Laurie Zapalac

OCA Funding Policies and Guidelines Focus Group
September 1, 2004
Alameda Theatre Koehler Auditorium

Rose Catacalos
Maricela Espinoza-Garcia
Bill FitzGibbons
Malena Gonzalez-Cid
Lupita Gutierrez
Woody Halsey

Jon Hinojosa
Cynthia Langston
Leroy V. Martinez
Ruth M Medellin
Felix Padrón
Ruby A. Perez

Mimi Quintanilla
Lady Ray Romano
Joe R. Villarreal
Frank Villani
Bettie Ward

Public Artists Focus Group
September 2, 2004
Alameda Theatre Koehler Auditorium

Twyla Arthur
Angel Rodriguez Diaz
Bill FitzGibbons

Tamara Langwell
Jimmy LeFlore
Robbins

Anne Wallace
Bernice Williams

Public Art Committee Focus Group
September 2, 2004
Alameda Theatre Koehler Auditorium

Cakky Brawley
Woody Halsey

Tamara Langwell
James LeFlore

Bernice Williams

Hip Hop Culture Focus Group

September 3, 2004

Alameda Theatre Koehler Auditorium

Cynthia Adams
Carl T. Booker
Barbara Bowie
Kerra S. Corson

Reginald Flowers
Felix Padrón
Jemoore Slepture
A. Thompson

Laura Thompson
Eric Van Buren

Arts Education Task Force Meeting

October 18, 2004

Southwest School of Art and Craft, Navarro Campus

Noel "Bella" Merriam
Camille Buck
Bett Butler
Mary Cantu
Kate Carey

Rose Glennon
Barbara Hill
Jim LaVilla-Havelin
Betty M. Merchant
Alexis Brerman Roberts

A.J. Rodriguez
Isabel Romero
Judith York

Film Industry Focus Group

October 19, 2004

Alameda Theatre Koehler Auditorium

Fernando Cano
Roger Castillo
Jesus Fuentes
Drew Mayer-Oakes

Dora Pena
Manrial Pena
Deon Van Rooyen
Jorge Sandoval

Mash Sullivan
Marta Valadez
Laura Varela

Alliance of Chambers of Commerce Focus Group

October 20, 2004

Greater SA Chamber, McDermott Briefing Center

James Hu
Joe Krier

Diane Powers
A.J. Rodriguez

John Williams

Arts and Cultural Funders Focus Group

October 20, 2004

Alameda Theatre Koehler Auditorium

Bruce Bugg
Michael Castillo
Euselsio Diaz

Jim McNutt
Laura Sanford
Leslie Sapadon

Lady Ray Romano

West Side Coalition Meeting

October 20, 2004

JumpStart Theater

Steve Bailey
George Cisneros
Katherine Cisneros

Malena Gonzalez-Cid
Amy Ketzler
Zapata Klein

Maria de Leon
Graciela Sanchez
Ramon Vasquez y Sanchez

TCC Community Forums (6)*(In chronological order)****Council Districts 1 & 2***

June 7, 2004

San Antonio Central Library

Donald Abering
Susan Athene
Lara August
Marisela Barrera
Tracey Bennett
Robert Bona
Penny Boyer
Ben Brewer
Rolando Briseno
Hazet M. Browning
Cathleen Ceneto
George Cisneros
Meredith Coppolo
Agosto Cuellar
Michael De La Garza
Rachel Delgado
Marilyn Dering
Ned A. Dobberful
Jane Dunnewold
Heather Eichling
Joshua Elzy
Charles English
Marilyn Faye
Mel Feldman
Erin Finney

Maria Fox-Baker
Colleen S. Frost
Ralph Galvan
Gordan Gomer
Kate Green
L. E. Green
Jose Guadiana
Woody Halsey
Carol Haywood
Barbara Hill
Nettie Patricia Hinton
Michael Ingraham
Charlie Jarrell
Tom Kingery
Brenda Kingery
Kay Kutceyan
Jesse L. Lara
Rowland Martin
Vince Martinez
Ruth Medellin
Charles Middleton
Joan Miller
Karen L. Miller
Bryce Milligan
Danita Nelson

Annalisa Peace
Ruby Perez
Kathleen Baker Pittman
Patricia Pratchett
Mimi Quintanilla
Norma I. Ramirez
Phil Reidinger
Kathleen Renhood
Elizabeth Reyna
Ken Riddell
Tom Rooke
Tom Rumora
Graciela Sanchez
Jonathan Seals
Joel Settles
Barbara Stanush
Colleen Swain
Jon Thompson
Ramon Vasquez
Sophie Vilea
Bettie Ward
Pendleton Ward
Hubert Eugene Watson
Kim Williams
Stephen W. Yndo

Council Districts 3 & 4

July 6, 2004

Palo Alto College

Andy Benavides
Meredith Coppolo
Lou Dufault-Navarro
Heather Eichling
Colleen Frost

Mike Greenberg
Ken Mireles
Keith Mohlestein
Robert Munillo
Councilman Richard Perez

Ruby Perez
Leticia Retamozo
Councilman Ron Segovia

Council Districts 5 & 6

July 7, 2004

Edgewood Fine Arts Academy

Richard Alvarado
Enrique Barrera
Leticia Barrera
D. H. Cadena
Manu Castill
Celeste Cavazos
Dr. Elizabeth Ramirez
Rachel Delgado
Eduardo Diaz
Dominick Dina
Ned Dobberful
Heather Eichling
Mara Posada

Saskia Fischer
Colleen Frost
Adriana Garcia-Searcy
Angelica Gomez
Bruce Gonzales
David M. Gonzales
Malena Gonzalez-Cid
Jon Hinojosa
Benito M. Matate
Jim McNutt
Dennis Medina
C. A. Messina
Keith Muhlestein

Dolores Zapata Murff
Danita Nelson
Ruby Perez
Joe Frank Picazo
Diana Reyes
Leticia Rodriguez
Graciela Sanchez
Isabel Sanchez
Enrique Sanchez
Pat Schofield
Bill Searcy
Ramon Vasquez y Sanchez
Dolores Zapata

Council Districts 7 & 8

September 1, 2004

O.P. Schnabel Park Braundera YMCA

Ned Dobberfuhr
Barbara L. Burk
Councilman Julian Castro
Mariana Dannelley
Gene Dowdy
Marely Faye
Charles Field
Germaine Field
Colleen Frost
Shirley Glueck

Grace Padrón Gonzalez
Councilman Art Hall
Woody Halsey
Charlie Jarrell
Elena Guajardo
Charlotte Kahl
Marite McDermott
Kenneth Moore
Peggy Pasko
Michael J. Pasko

Ruby Perez
Nicole Rarling
Roland Rodriguez
Carol Rodriguez
Ana Sandoval
Harpreet Singh
Paul C. Stahl
Noel Sunige

Council Districts 9 & 10

September 2, 2004

McArthur Senior High School Auditorium

Charlotte Cox
Jackie Darby
Ned Dubberfuhr
Chuck M Eoljls
Colleen Frost
Marcie Ince
Charlie Jarrell

J. Pal Knight
James Le Flore
Jim McNutt
Ron Noble
Jackie Pepper
Kathleen Pittman
Amy Putney

Mimi Quintanilla
Steven Schaner
Cher Stratton
Mary Ann Turner
Mike Villyard

Town Hall Meeting

October 18, 2004

McAllister Fine Arts Center, San Antonio College

Mark Abbott
Rubin Andrade
Tom Baggs
R. M. "Bob" Benavides
Donald Berdes
Edna Escudero Boggess
Penny Boyer
Bett Butler
Mary Cantu
Danville Chadbourne
Giorgio Colussi
Kim Corbin
Stephen Cross
Rachel Delgado
Gene Dowdy
Charles English
Sara Eyestone
Marilyn Faye
Mel Feldman
Colleen Frost
Bruce Gonzales
Jordan Gouser

Jose Guadiana
M Haeuser
Louise Haeuser
Woody Halsey
John Hinojosa
Nettie Hinton
Michael Ingudson
Ken Johnson
Charlotte Kahl
Cynthia Langston
Jesse L. Lara
Jamie Ledezina
Dean McCall
Lisa McNeel
Jim McNutt
Dennis Medina
Pete Mendiola
Keith Muhlestein
Jackie Pepper
Patricia Pratchett
Ed Preston
Rajam Ramamurthy

Dianna Roberts
Leticia C. Rodrigez
Graciela Sanchez
Joseph Saucedo
Silvia Schmidt
Linda Schuber
Dick Schwab
Sally Schwab
Di Ann Sneed
Michele Stanish
Barbara Stanush
Claude Stanosh
Claire Rhodes Stevenson
Victor Trevino
Marta Valadez
Laura Varla
Bettie Ward
Deborah Warner
Brent Widen
John Wish
Laurie Zapalac

TCC Implementation Partners Meeting

January 19, 2005

Witte Museum

Richard Alvarado
Evelynn Bailey
Marisa Garza
Emil R W Juis
Jim LaVilla-Havelin
James LeFlore
Al Lomas
Patricia Mejia
Chris Mendiola
Mimi Quintanilla
Dr. Elizabeth Ramuiz
Kara Sagelin
Sylvia Schmidt
Michael Segovia
Colleen Swain
Frank Villani
Judith York
Peter Zanoni

List of City-Owned Cultural Facilities

The following cultural facilities are owned by the City of San Antonio:

Alameda Theater
Arneson River Theater
Carver Community Cultural Center Theater and Auditorium
Empire Theater
Guadalupe Theater
Lila Cockrell Theater
Magik Theater
Majestic Theater
Mexican Cultural Institute
Municipal Auditorium
Museo Americano
San Antonio Botanical Garden
San Pedro Playhouse
Sunken Garden Theater
Witte Museum
Other Parks Department facilities

Acknowledgements

Just as it takes a village to raise a child, it has taken the patient and caring efforts of an extended group to create The Cultural Collaborative. Community planning on the large scale of TCC was only possible with the visionary leadership and diligent work of Felix Padrón, Director of the City of San Antonio's Office of Cultural Affairs, and his staff, especially Arts Program Coordinator Ava Lambert and Project Management Specialist Laura Braden.

Mayor Ed Garza and Bexar County Judge Nelson Wolff, co-chairs of the Steering Committee provided their singular leadership and counsel to the process. The efforts of all Steering Committee members are greatly appreciated, all the more so because many were new to the creative community. They have established a new collaborative spirit and practice that will ensure the success of the plan.

Special thanks must be given to the members of the Executive Committee, who gave their time and expertise to discuss ideas, review and develop materials, and guide the efforts of the planning team.

All City Council members gave generously of their time and advice at both the beginning and end of the planning process. This unanimity of interest and commitment is unusual and reflects the new political compact of reform and integrity of the current Council.

The work of Economic Development Department Director Ramiro A. Cavazos and Senior Economist Steven R. Nivin, Ph.D. was essential to making TCC truly comprehensive in its approach to development of the creative economy. They displayed their own vision and creativity in learning and adapting to this new field and taking the lead role in several areas of the planning process.

And finally, thank you to all the 1,000-plus community members who demonstrated their interest in and commitment to the cultural future of San Antonio by participating in the TCC planning process.